



NC 1000.34

NASA DIVERSITY AND INCLUSION STRATEGIC PARTNERSHIP CHARTER

1. PURPOSE

1.1 This charter establishes the NASA Diversity and Inclusion Strategic Partnership (the DISP) and sets forth its purpose, functions, membership and roles and responsibilities as an advisory body to the Administrator, who serves as the Agency Diversity and Inclusion (D&I) Champion, and the Deputy Administrator, who serves as the NASA member of the President's Management Council (PMC) and the NASA liaison to the PMC for D&I.

a. The NASA Core Values. This charter reflects the NASA Core Values of Safety, Integrity, Teamwork and Excellence. In particular, diversity and inclusion (D&I) is well-represented in the core value of Teamwork, described in part as "NASA's most powerful tool for achieving mission success is a multidisciplinary team of diverse, competent people across all NASA Centers." The Charter reflects efforts to identify, cultivate and sustain a diverse workforce and an inclusive work environment that is necessary to conduct NASA missions successfully.

b. NASA's Definitions of Diversity and Inclusion. NASA defines diversity as the *similarities and differences* in the individual and organizational characteristics that shape our workplace. Inclusion is the *means* by which we optimize the benefits to mission success inherent in our diversity, for example, the policies, procedures and practices that the Agency puts in place to create more inclusive and engaged work environments.

c. The NASA Business Case for Diversity and Inclusion.

(1) NASA's people are integral to mission success. Journeying beyond Earth's orbit, as NASA is committed to do, will require a diverse team of individuals with the best minds, the most comprehensive expertise and the strongest talent. Maintaining our competitive edge will require that we highly value diverse and innovative ideas and view them as critical to effective technical solutions, the lifeblood of NASA's work. D&I enhances our efforts to educate an ever more diverse American public on the need for robust space and aeronautics programs and their value in advancing U.S. scientific, security and economic interests.

(2) D&I allow us to create and maintain a work environment where organizations are assisted in maintaining their focus on mission through increased efforts regarding effective communication laterally and vertically, employee engagement, shared accountability and commitment to community partnerships. In turn, individuals can reach their potential and maximize their contributions to our strategic goals.

(3) Fully leveraging NASA’s diversity means making D&I integral in our efforts to identify and develop the best talent, create high-performing teams, achieve scientific and engineering excellence, maintain integrity in all that we do and ultimately, realize mission success.

1.2 The DISP will work to foster a diverse and inclusive workplace built on the NASA Strategic Plan Goals and Objectives, and the Core Values of Safety, Integrity, Teamwork and Excellence, as well as the principles established in the Agency Diversity and Inclusion Framework. In addition to a fair, equitable, and accessible environment free of discrimination (see NASA Policy Directive (NPD) 3713.2, EEO Programs of NASA), these include:

- a. Demonstrated Leadership Commitment
- b. Employee Engagement and Open and Effective Communication
- c. Education, Awareness and Empowerment
- d. Demonstrated Commitment to Community Partnerships
- e. Shared Accountability and Responsibility
- f. Effective Measurements for D&I Progress

1.3 The Charter also establishes NASA policy to utilize the personal leadership of its senior managers in developing the Agency Diversity and Inclusion Strategic Implementation Plan (the DISIP or the plan) for the Administrator’s approval and issuance. Through this plan, the DISP will:

- a. Assist in the formulation and implementation of Agency diversity and inclusion policies, programs and strategic planning, consistent with the Agency Diversity and Inclusion Strategic Framework;
- b. Assess Agency diversity and inclusion issues and concerns to foster innovative solutions;
- c. Develop performance metrics, with roles, responsibilities and timeframes clearly stated, to evaluate the success of Agency-wide diversity and inclusion strategies and initiatives under the DISIP; and
- d. Periodically assess performance under the DISIP and revamp as needed.

1.4 This charter encompasses matters pertaining to: diversity outreach, recruitment, workforce planning, professional development, retention, education pipeline, communications, a government-wide policy, best practices for diversity and inclusion and supplier diversity, that is, efforts to encourage greater use of: minority-owned, women owned, veteran owned, service disabled veteran owned, historically underutilized business and SBA defined small business vendors as “suppliers.”

2. APPLICABILITY/SCOPE

- a. This charter is applicable to NASA Headquarters and NASA Centers, including Component Facilities and Technical and Service Support Centers. This charter applies to the Jet Propulsion Laboratory (JPL) (a Federally Funded Research and Development Center (FFRDC)) and other contractors only to the extent specified or referenced in applicable contracts.
- b. In this charter, all mandatory actions (i.e., requirements) are denoted by statements containing the term “shall.” The terms: “may” or “can” denote discretionary privilege or permission, “should” denotes a good practice and is recommended, but not required, “will” denotes expected outcome, and “are/is” denotes descriptive material.
- c. In this charter, “NASA directives” refers to both Agency-level and Center-level directives.
- d. In this charter, all document citations are assumed to be the latest version unless otherwise noted.
- e. This charter is applicable to NASA directives developed or revised after the effective date of this charter.
- f. This charter encompasses matters pertaining to: diversity outreach, recruitment, workforce planning, professional development, retention, education pipeline, communications, a government-wide policy, best practices for diversity and inclusion and supplier diversity, that is, efforts to encourage greater use of: minority-owned, women owned, veteran owned, service disabled veteran owned, historically underutilized business and SBA defined small business vendors as “suppliers.”

3. AUTHORITY

- a. Notification and Federal Employee Anti-discrimination and Retaliation (No FEAR) Act of 2002, 5 U.S.C. § 2301 note.
- b. Civil Service Reform Act of 1978, as amended, § 5 U.S.C. 2302.
- c. National Aeronautics and Space Act, as amended, 51 U.S.C. § 20113(a).
- d. Exec. Order No. 11,478, as amended, 3 C.F.R. 803 (1966-1970).
- e. Exec. Order No. 13,583, 3 C.F.R. 13,583 (2011).
- f. NPD 1000.3, the NASA Organization.

4. GOVERNING COUNCIL AFFILIATION

Senior Management Council

5. FUNCTIONS

5.1 Co-Chairs. The DISP is co-chaired by the Associate Administrator (AA) for Diversity and Equal Opportunity and the Assistant Administrator for Human Capital Management. Both Co-Chairs are permanent appointments. The responsibilities of the Co-Chairs include the following:

5.1.1 Develop Agency D&I policies, plans and reports in collaboration with the DISP;

5.1.2 Schedule DISP meetings and ensuring that there are written minutes or summaries of each DISP meeting;

5.1.3 Ensure that the DISP acts expeditiously on issues which affect NASA's diversity and inclusion objectives;

5.1.4 Communicate periodically with the Administrator, Deputy Administrator and other senior leadership as appropriate, on the activities of the DISP and the outcomes of its efforts; and

5.1.5 Take such other actions as may be required for the DISP to carry out its responsibilities, consistent with the provisions of this charter.

5.2 Members. The members of the DISP (see also Membership, Sec. 5 below) have both individual and collective responsibilities. The members of the DISP are responsible for assisting the Agency in its efforts to:¹

5.2.1 Ensure that recruitment activities are reaching both traditional and non-traditional sources of job candidates in an endeavor to achieve a workforce reflective of the Nation's diversity;

5.2.2 Utilize to the fullest extent the skills and talents of NASA employees and provide the maximum feasible opportunity to employees to enhance their skills so they may perform at their highest potential and advance in accordance with their abilities;

5.2.3 Ensure that selection and advancement are determined solely on the basis of relative ability, knowledge and skills, after fair and open competition;

5.2.4 Train and advise managers and supervisors to assure their understanding and implementation of diversity-inclusion policies, procedures, strategies and initiatives and provide effective education and training in cases in which such education and training would result in better organizational and individual performance;

5.2.5 Ensure NASA participation at the local level with other employers, Federal agencies, educational institutions and public or private groups in cooperative efforts to improve access to

¹ This non-exhaustive list of matters relevant for the DISP derives from portions of the Civil Service Reform Act of 1978 pertaining to diversity, e.g., fair and equitable treatment of employees, and from Executive Order 11478 (Aug. 8, 1969), a Presidential directive that sets forth Government standards for fair and inclusive workforce policies.

science, technology, engineering and mathematics (STEM)-related educational and career opportunities;

5.2.6 Advise and assist in efforts to promote and advance diversity and inclusion in STEM programs receiving NASA funding and support the Agency's efforts to strengthen research infrastructures, research and development capacities and competitiveness across a more geographically diverse group of states and regions.²

5.2.7 Advise and assist the Agency on efforts to utilize supplier diversity to provide the full range of opportunities to business enterprises to participate in the performance of NASA contracts, including efforts to encourage greater use of: minority-owned, women owned, veteran owned, service disabled veteran owned, historically underutilized business and SBA defined small business vendors as “suppliers.”

5.2.8 Study and adopt, as appropriate, promising practices for D&I among NASA Centers, other Federal agencies and private sector employers.

6. MEMBERSHIP

6.1 **Permanent Members**. The DISP is comprised of Officials-in-Charge, including Center Directors, or Deputy Center Directors, in their capacities as Center D&I Champions. As of the date of this charter, the following officials are permanent members of the DISP and responsible for the overall implementation and management of this Charter:

- Administrator, Agency D&I Champion
- Deputy Administrator, NASA member and liaison for D&I to the President’s Management Council
- Associate Administrator, ODEO, Co-Chair
- Assistant Administrator, OHCM, Co-Chair
- Associate Administrator, Mission Support, Senior Advisor
- Associate Administrator
- Chief of Staff
- Associate Deputy Administrator
- White House Liaison
- Senior Advisor to the Administrator for Policy and Strategy Implementation
- Chief Financial Officer

² See NASA, Education Recommendations Report 2011, p. 21 (recommending that the Experimental Program to Stimulate Competitive Research (EPSCoR), a program “directed at those jurisdictions that have not in the past participated equitably in competitive aerospace and aerospace-related research activities” properly resides with “an appropriate NASA organization that can provide sufficient technical oversight (e.g., the Office of the Chief Technologist) in coordination with the Office of Management and Budget and Congress.”)

- Chief Information Officer
- Chief Engineer
- Chief Health and Medical Officer
- Chief, Safety and Mission Assurance
- Chief Scientist
- Chief Technologist
- General Counsel
- Associate Administrator, Communications
- Associate Administrator, Education
- Associate Administrator, International and Interagency Relations
- Associate Administrator, Legislative Affairs and Intergovernmental Affairs
- Associate Administrator, Small Business Programs
- Associate Administrator, Aeronautics Research Mission Directorate
- Associate Administrator, Human Exploration and Operations Mission Directorate
- Associate Administrator, Science Mission Directorate
- Associate Administrator, Space Technology Mission Directorate
- Assistant Administrator, Procurement
- Assistant Administrator for Protective Services
- Assistant Administrator, Strategic Infrastructure
- Director, NASA Management Office
- Center Directors (11)³
- Diversity Champions (11)⁴
- Director, Jet Propulsion Laboratory⁵
- Co-Chair for Diversity, Diversity and EO Cadre
- Co-Chair for Equal Opportunity, Diversity and EO Cadre
- Co-Chairs for Human Resources, Human Resources Cadre

6.2 Term Members. The following individuals will serve two-year terms as members of the DISP:

1. Co-Chair for Diversity, Diversity and EO Cadre
2. Co-Chair for Equal Opportunity, Diversity and EO Cadre⁶
3. Co-Chairs for Human Resources, Human Resources Cadre

6.3 Technical Advisors. Technical Advisors to the DISP include the following:

1. Representative(s), ODEO
2. Representative(s), OHCM

³ This is inclusive of the Executive Director, Headquarters Operations and the Executive Director, NASA Shared Services Center (NSSC).

⁴ Diversity Champions may be either the Center Director or the Center Deputy Director, or their equivalents at HQ and NSSC. See Appendix A for the roles and responsibilities of the Center D&I Champions.

⁵ The JPL Director serves on a voluntary basis.

⁶ Both Co-Chairs will have an Alternate.

3. Representative(s), Office of the General Counsel

6.4 The DISP will also include an Executive Secretary, designated by the Associate Administrator for Diversity and Equal Opportunity.

7. MEETINGS

7.1 The DISP will meet at least annually face-to-face and will conduct virtual meetings more frequently, as determined by the Administrator and the DISP Co-Chairs.

7.2 DISP members may invite members of their staffs to attend virtual meetings. Attendance of invited guests at face-to-face meetings remains at the discretion of the Co-Chairs.

8. DURATION

The DISP will remain in existence at the pleasure of the Administrator.

9. ASSESSMENT

9.1 The DISP will establish and promulgate the Agency DISIP, revising and updating periodically.

9.2 The DISP will report periodically on its progress and the progress of the Centers in implementing the plan to the NASA Senior Management Council.

9.3 The DISP will provide, through the Co-Chairs, periodic updates to the NASA Administrator and Deputy Administrator on strategies, initiatives, progress and accomplishments under the plan.

10. RECORDS

ODEO is responsible for the maintenance of this charter and all other records associated with the NASA DISP. ODEO will be responsible for coordinating logistics and the agenda for each DISP meeting. ODEO will also coordinate and maintain all records pertaining to updates to the Administrator and Deputy Administrator.

Appendix A. Center Diversity Champions: Roles and Responsibilities

NASA Center Directors or Deputy Center Directors serve as the Diversity and Inclusion (D&I) Champion for their respective Centers, mirroring the Administrator's role as the Agency D&I Champion. The overall roles and responsibilities of the Center Champions are as follows:

- Serve as a member of the Diversity and Inclusion Strategic Partnership (DISP), and participate in Agency D&I strategic decision-making.
- Ensure the Center's overall implementation of the Agency D&I Framework's principles, goals and strategies, such as ensuring there is a D&I structure in place that supports the Agency structure and allows for consistency in reporting and accountability.
- Provide Center perspectives relative to Agency strategies, reporting on Center strategies and initiatives and surfacing Center concerns and issues that require Agency attention.
- Serve as the focal point for the D&I efforts of the Center, including, for example, playing a leading role in the development of the Center D&I Plan and its implementation, and participating in and encouraging the participation of senior leadership in all D&I related activities.